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To: "William L. Gibbons (wgibbons)" <wgibbons@memphis.edu>
Date: 9/17/2018 10:57:55 PM
Subject: Fwd: confidential

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Begin forwarded message:

From: Blair Taylor <btaylor@memphistomorrow.org>
Date: September 17, 2018 at 2:29:47 PM CDT
To: "Bill Gibbons - MSCC (wgibbons@memphis.edu)" <wgibbons@memphis.edu>
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I'm preparing to update this report for my board. I haven't updated anything since my report on June progress. Would you update this for me?

I'd prefer you not share this with any of your staff team please.

Note: Green highlight indicates on track. Yellow indicates needs attention.

1. **Crime Reduction:** Provide leadership and financial support to the Crime Commission and the Operation: Safe Community (OSC) plan which it spearheads. Continue to give special attention to accomplishing MPD Recruit/Retain initiative goals and Ray Kelly priorities. MT members leading: Ben Adams, Johnny Moore, Dave Slott as well as Blair serve on the Crime Commission board of directors. Ben chairs that board and many other MT companies have a senior level representative serving on the board. 2018 MT Investment: \$125,000 to crime commission operations. \$6.1 million raised from MT members for MPD recruitment/retention initiative grant via the Crime Commission payable 2017-2019. While we promote successful implementation of all 16 strategies in the OSC plan, the priorities for our staff and board time and focus are included in the progress highlights below.

Progress Highlights:

- **Crime Stats:** While not approaching the 2011 decade low, June year-to-date violent crime is down by 8.1% in Memphis and down 6.4% in Shelby County compared to the same period in 2017. Another bit of good news is that June year-to-date gun crime is down 15.3 % for the same period in Memphis and

- unincorporated Shelby County. Gun crime is a major focus of the OSC plan, and Gibbons attributes the following actions of the plan to the reduction:
 - Vigorous enforcement of tough federal gun laws as part of Project Safe Neighborhoods which is being led by the U.S. Attorney's office;
 - Enactment of tougher state sentences for felons in possession of firearms – which was accomplished in 2017 – coupled with strong enforcement by the District Attorney's office;
 - With the goal of changing behavior, communicating the consequences of committing gun crimes through the FED UP media campaign;
 - Enhancing the staff of the Multi-Agency Gang Unit in order to more effectively investigate gang-related crimes and prevent such crimes from occurring; and
 - Ramped up data-driven deployment of law enforcement resources
- **MPD Recruit/Retain Initiative**. Catalyzed by MT in 2016, and supported by a \$6.1M grant raised by MT, the City has prioritized revamping recruitment and retention operations for police towards a goal 2300 sworn officers by 2020 (baseline was 1967 officers as of Jan 1, 2017) and a 200+ complement of Police Service Technicians. Both retention and recruitment are behind goal for 2017/18. Strategies to accelerate hiring, including the addition of new digital marketing, lateral recruiting and regular recruiting classes, have been put in place through the balance of 2018 to get to goal.
- Ray Kelly Top Recommendations.
 - **MPD Zero-based Staffing Analysis**. Currently underway via City contract with IACP (International Association of Chiefs of Police) and scheduled to be complete this Fall.
 - **Staff up the Metro Gang Unit / support its "Group Violence Initiative" (now called "Focused Deterrence") led by the DA.** Goal is to increase the gang unit by 23 officers to 59 by end of 2018. The Focused Deterrence initiative launched in early 2018 and provides a "carrot and stick" approach to identifying gang members, connecting them to opportunities for jobs, training, etc., while giving them an ultimatum about severe consequences for breaking the law again.
 - **Professionalize MPD weekly "TRAC" (Tracking for Responsibility, Accountability and Credibility) meetings of all precinct commanders (model them on NYPD) to ensure fidelity to data-driven police deployment model.** New leadership has been assigned (Don Crowe) to address the erosion of productivity and management accountability in these crucial weekly officer deployment strategy meetings; Public Safety Institute is evaluating and currently reports improved accountability and use of data for officer deployment by precinct commanders.
- **Safeways: Crime Reduction in Apartment Complexes initiative**. There is a 34% average crime reduction in apartment complexes certified through Safeways, with weighted average reduction even higher for higher crime complexes. Goal is to double the number of participating apartment complexes/units by end of year. MT member David Slott and Blair Taylor serve on this board of directors. The organization is a nonprofit but successfully covers all expenses through a fee-for-service arrangement with apartment owners and a contract with MPD. We continue to provide guidance and support to this unique organization/strategy because 1) apartment complexes are crime hotspots/mini-communities that often drive crime rates in a given precinct, 2) this solution has shown a great deal of promise in crime reduction, 3) the apartment owner/manager customers have shown they value and will pay for the service which makes it highly cost-effective as a community solution, and 4) it's generating new insights and solutions to lowering crime in other areas.
- **Offender Re-Entry**. We've helped guide planning for and secured a \$2 million commitment from Workforce Investment Network (WIN) and through a federal grant competition to implement /demonstrate outcomes focused/pay-for-success contracting approach to reduce recidivism. Additionally, we've helped recruit a new provider (CEO) with a strong track record of results, which launched its first cohort in May 2018. Goal is for at least 50% to maintain employment in unsubsidized jobs for minimum 1 year. Why this warrants our support and attention is that 1) repeat offenders drive crime rates, 2) local and state interventions are mostly very weak/poor quality, 3) state incarceration budget is growing and unsustainable, 4) Haslam, Luttrell and Norris have asked for help with solutions, 5) we are able to connect state, local and national resources to solutions.

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